



## City of Sanford, Florida | **Nine Point Plan** Two-Year Progress Report

---

### **General Overview**

Sanford became the center of national media attention following the February 2012 fatal shooting of Trayvon Martin, a 17-year old African American high school student. Following this tragic event, depictions of Sanford often criticized the City emphasizing incidents of racism and portraying a deeply divided community. Events from Sanford's past and present have bred distrust between the police department and the black community, which erupted following the Trayvon Martin shooting. In response to the national call for justice for Trayvon Martin and the social unrest, rallies marches and other forms of organized protest that became synonymous with Sanford, the Nine Point Plan was drafted as an action plan to reunite the City and move forward.

From April 2012 – April 2014, a series of events, activities and projects that incorporated the support and participation of all City departments played a significant role in implementing the Nine Point Plan, reuniting the communities and moving the City forward. Staff worked diligently on designing and structuring programs and projects that nurtured inclusion and collaboration from a diverse cross section of the community.

As time passed the African American community bonded and agreed upon a set of common concerns and issues that were driving the feelings of frustration and anger. The more the community bonded the more they met, spoke out and voiced their feelings of ongoing institutionalized prejudice and racism. The meetings reinforced the history of injustices and their resolve to hold the City accountable for change. The series of community meetings, speak outs, community conversations, focus group sessions, media interviews and editorials surfaced unresolved issues that dated back over 100 years. The following is a summary list of some of the long standing issues that was a driving force underlying the frustration and anger.

- The State of Florida dissolving the incorporation of the City of Goldsboro and merging it with the City of Sanford in 1911
- The renaming of streets in Goldsboro following the merger in 1911
- The Jackie Robinson experience in Sanford in the 1940's and the making of the movie "42" in 2012
- Seminole County Public School non-compliance with Consent Decree of 1970
- Poor housing inventory in the African American communities
- High unemployment rate in the African American communities
- Inadequate infrastructure in the African American communities

The philosophy of City officials in responding to the concerns and issues of the community was to be open-minded and willing to hear criticism of past administrations, acknowledging the pain, anger and frustration associated with feelings of past injustice and discrimination. Also, the philosophy included City officials acknowledging the distressed areas of the City and committed to develop a plan to address them in collaborations with the community. The City committed to working with the community leaders to improve relationships, build capacity in neighborhood

agencies to enhance their services to their community, address the housing needs, provide summer employment for youth, upgrade infrastructure to include sidewalks, streetlights and recreational facilities; and provide leadership training for youth.

In addition to the action items listed in the Nine Point Plan the following is a partial list of other activities and efforts that has and continue to play a significant role in reestablishing trust and laying the foundation for building positive relations between City officials, Police and the Black Community.

- Community Development Block Grant Program: The CDBG Annual Action Plan was amended to allocate more funds to:
  - Address housing improvements
  - Fund youth employment and training
  - Provide Economic Development grants for small businesses in the Goldsboro and Georgetown areas
  - Partnered with Habitat for Humanity to build low income housing
- Planning and Development Department worked with the community to rename streets in Historic Goldsboro that had been changed when Goldsboro and Sanford merged in 1911. The name changes recognized the founding forefathers of Goldsboro and the historical name of 13<sup>th</sup> Street prior to the merger in 1911.
- Community Improvement and Code Enforcement worked with the community to identify depilated vacant structures in Georgetown and Goldsboro to be demolished and cleared and initiated an aggressive condemnation process.
- Public Works Department installed miles of new sidewalks and curbs in Georgetown and Goldsboro. Streets lights were upgraded in Georgetown, initiated and infrastructure assessment as phase one of an extensive streetscape project for the Goldsboro community.
- Parks and Recreation aggressively sought grants to refurbish and renovate neighborhood parks and resumed work on the bike/walking trail through Goldsboro.
- City Manager Office initiated
  - Strategic Planning Process
  - Citizens Academy
  - Monthly meetings in the community
  - Quarterly meetings with Home Owners Association throughout Sanford

Nearly (3) three years after the tragic shooting of Trayvon Martin February 26, 2012 and one glaring reality for the City is race relations continues to be a pressing concern in our community and many communities across this country. City Officials fully recognizes that improving race relations is still a work in progress. The City of Sanford continues to move forward with a focus and resolve on reuniting the community through reconciling difference, embracing race relations and a vision for Sanford that is inclusive of all its communities.

## **Nine Point Plan Progress Report**

**1.) Request the Department of Justice - Division of Special Litigation and Civil Rights Patterns and Practice Program to conduct an investigation of the Sanford Police Department's overall pattern and practice for civil rights violations.**

**ACTION:** In April of 2012, the City of Sanford contacted the U. S. Department of Justice, Police Misconduct Patterns and Practice Program and requested the following services:

- Investigate the Zimmerman/ Martin case investigation by the Sanford Police Department to determine whether there was a violation of any civil rights laws.
- Conduct a review of the Sanford Police Department's patterns and practices for any discrimination on the grounds of race, color, religion, national origin or sex.
- Take appropriate action on violations of federal laws if any, and issue a report with findings and recommendations of "Best Practices" to be implemented by the Sanford Police Department.

**OUTCOME:** On June 11, 2012 the City Manager Norton Bonaparte received a letter from Roy L. Austin, Deputy Assistant Attorney General, U. S. Department of Justice Civil Rights Division, indicating the DOJ Civil Rights Division could not conduct the patterns and practice investigation of the Sanford Police Department requested because of their ongoing involvement with the State's criminal case and the pending federal criminal investigation. The DOJ will conduct a thorough and independent review of all the evidence and take the appropriate action at the conclusion of the investigation. As of the writing of this report the City of Sanford is still waiting on the final decision as to the conclusion of the investigation. The following is an excerpt from the letter from Roy L. Austin, Deputy Assistant Attorney General.

*"Regarding your request for a comprehensive civil investigation of the Sanford Police Department's handling of this case, the Civil rights Division Special Litigation Section is responsible for the enforcing federal civil rights laws aimed at eliminating patterns or practices of misconduct by state and local law enforcement officers. .... Where an investigation reveals a pattern or practice of police misconduct, the Special Litigation Section may initiate a civil action in the name of the United States against state or local officials and seek appropriate relief. These statutes do not authorize the Department to pursue an investigation or initiate a civil action in response to individual incidents that do not indicate that a pattern or practice of misconduct is occurring.*

*As outlined above, the current focus of the Department's activities is on providing necessary assistance to the State in the criminal prosecution, completing the federal criminal investigation, and continuing to assist the community through the work of CRS. At the same time, we will carefully consider your request for a civil pattern-or-practice investigation, taking into account any effect such an investigation might have on the State's criminal case and the pending*

*federal criminal investigation. Because we are still considering whether a civil investigation is warranted, we will not be recommending another agency to conduct an assessment of the Sanford Police Department at this time. If we choose not to investigate, we would be happy to provide you with such a recommendation.”*

**2.) Explore with the City Commission the creation of an Office of Community Relations and appointment of a Community/Human Relations Commission.**

**ACTION:** In July of 2013, The City Manager assigned Andrew Thomas, Senior Project Manager the task of exploring the creation of a Community Relations Office and a Community Relations Commission. In researching the task it was discovered the City of Sanford had established a Human Relations Advisory Board in 1985. The (11) eleven member Advisory Board was established for the purpose of:

*“To engender mutual understanding and respect for all citizens of Sanford, regardless of their age, economic, social, racial, religious, or ethnic group membership; to promote and encourage just treatment and equal opportunity for all citizens; and to provide a forum for discussion and resolution of those matters which tend to cause inter-group tension.”*

In August of 2005 the City Commission repealed and suspended the Human Relations Advisory Board along with several other advisory boards, committees and commissions. The repealing of the Human Relations Advisory Board was still a point of contention for many in the Black Community and fueled the distrust of the City’s sincerity in establishing a Community Relations Office and Commission. Although efforts were continued to lay the foundation for follow-through on the initiative; implementation of this initiative has taken longer.

Although there was skepticism and distrust of the City’s sincerity in rebuilding community relations with the community at large with a particular focus on the communities of color the City moved forward with a series of projects, programs and initiatives in all Departments to engage the community as a whole and start the process of rebuilding trust. Many of these activities had been on the drawing board prior to February 2012 and placed on hold following the Trayvon Martin incident.

**OUTCOME:** Effective October 1, 2014 the Senior Project Manager was instructed to move forward with the creation of a Community Relations Unit in the City Manager’s office to be implemented in early 2015.

- **Establish a formal working relationship with the Florida Commission on Human Relations:**

**ACTION:** City Staff reached out to The Florida Commission Human Relations to inquire about programs, role, mission and vision and membership. In addition to connecting with Human Relations Commission, in March of 2012 with the assistance of the DOJ’s Community Relations

Services Unit, City staff reached out to the Miami-Dade Black Affairs Advisory Board to establish a cooperative relationship with them. Out of respect for the privacy for the Martin Family, one of the arrangements with the Miami- Dade Black Affairs Advisory Board was that they served as the contact point for flowers, cards, condolences and other items received by the City of Sanford on behalf of the Martin Family. The City of Sanford forwarded the items to the Black Affairs Advisory Board and they delivered them to the Martin Family. City staff remained in contact with the Miami-Dade Black Advisory Board through the trial and the release of the George Zimmerman verdict in July of 2013.

**OUTCOME:** Based on the information obtained the City gained clarity and understanding of the mission and function of the State HRC and identified a contact person in the event their services was ever needed. Also, several local human rights and community relations organizations was identified.

The relationship with the Miami-Dade Black Advisory Board was instrumental in bringing about a positive cooperative interaction when residents of Miami attended rallies, marches and other protest in Sanford that occurred between Trayvon Martin's tragic death in February 2012 and the jury's not guilty verdict in July of 2013.

The City of Sanford has established a collaborative working relationship with the Holocaust Memorial Resource and Educational Center of Central Florida and the Islamic Society of Central Florida Center for Peace.

**3.) Explore with the City Commission the creation of a Director of Community/Human Relations staff position to be responsible for follow through, coordination and implementation of the next step action plans.**

**ACTION:** Effective October 2014 staff began actively working on a job description and creation of the Community Relations Unit in the City Manager's Office.

**OUTCOME:** The Community Relations' Unit should be established with a staff position of Director created in early 2015.

**4.) Explore with the Commission the creation of a "Police-Community Relations Blue Ribbon Panel" to assess and suggest strategies to strengthen police community relations. This panel should represent a diverse broad cross section of the community.**

**ACTION:** The "*Police Community Relations Blue Ribbon Panel*" was established. The panel represented a diverse broad cross section of the community. The purpose of the panel was to conduct an assessment of the Police Department's strengths and challenges in general.

Goal of the Panel:

To assess the community's perception of the Department's ability to carry out its primary function to serve and protect the public as a whole and to identify strategies to transform police-

community relations in the City of Sanford from negative to positive and from destructive to constructive. To accomplish the goal the Panel will be reviewed the following areas:

- Mission, Vision and Values
- Code of Conduct
- Community Policing Philosophy and Approach
- Police -Community Relations Philosophy
- Crime Prevention Initiatives
- Recruitment, Training and Promotion
- Complaint Process
  - External Citizen's
  - Internal Administrative
- Investigative Procedures
- Role and function of the Citizen's Advisory Board
- Discipline Procedure

The Panel consisted of approximately 25 members from the community with Co-Chairperson appointed by the City Manager. The Co-Chairs were the Honorable O.H. Eaton, Jr. retired Circuit Judge, 18<sup>th</sup> Judicial Circuit of Florida and Pastor Valarie J. Houston, Allen Chapel AME Church, Sanford, FL. The 25 members selected to serve on the panel were identified as follows:

Mayor and Commissioners two members each	10
Urban League of Central Florida	1
NAACP	1
Interfaith Ministers Alliance	3
Sanford Chamber	1
Seminole County Bar	1
Seminole County Public School District	1
Seminole State College Criminal Justice Institute	1
Citizens Advisory Board	2
Sanford Women's Club	1
Judiciary	1
Fraternal Order of Police	1
Hispanic Leadership	1
	25

Each City Commissioner identified (2) two Individuals from their District to serve on the Panel. Andrew Thomas, Senior Project Manager worked collaboratively with Interim Chief Richard Myers on implementing the initiative. The assessment process took approximately 6 months to complete with a time commitment of 3-5 hours per month. After a series of delays the Panel was approved and the first meeting was held in December 2012.

The Blue Ribbon Panel was facilitated by Dr. Cynthia G. Schmidt, Department of Legal Studies, and Director of the Center for Law and Policy, University of Central Florida with the aid of intern students. The assessment process consisted of a series of presentations by department staff, nationally recognized expert guest speaker on Fair and Impartial Policing, State Attorney

for the Eighteen Judicial Circuit, Public Defender's Office, Director of the Atlanta Regional Office Department of Justice Community Relations Services, and a public forum.

**OUTCOME:** The panel submitted a report to the City Manager and the City Commission on June 4<sup>th</sup>, 2013. The report contained 26 recommendations. In January of 2014, Cecil Smith, Chief of Police provided a six month progress report to the Blue Ribbon Panel and the Sanford Community. Attached is a copy of the Sanford Blue Ribbon Panel Police Department/Community Relations Assessment Report and the SPD 18 month Progress Report on the accomplishments of the recommendations.

**5.) Explore with City Commission the Establishment of an Inter-Racial Interfaith Alliance, to concentrate on moving forward and strengthening race relationships in the community:**

- The Alliance will be specifically tasked to suggest a comprehensive program to address the issues of:
  - Bridging race and ethnicity issues amongst faith based organizations and the broader community
  - Explore the need for a reconciliation process and suggest a model.

**ACTION:** With the assistance of Thomas Battles from the Department of Justice Community Relations Services Regional Office in Atlanta GA, a series of meetings were call for Faith Based organizations to unify them around a common cause and, maintain peace in the City of Sanford. In response to the call for unity amongst the faith leaders a broad cross section of denominational and non-denominational, ethnicity, beliefs and teachings responded. A group of over 40 faith leaders organized and committed to working together on the issue of "Race Relations" in Sanford and to maintain peace in the community. This included efforts to keep lines of communication open between the community, police and City administration. The faith leaders chose the name "Sanford Pastors Connecting" and selected Co-Chairs (Rev. Dr. Harry D. Rucker and Pastor Jeff Krall). Unfortunately, due Dr. Rucker's private business responsibilities, he was unable to carry out the duties of Co-Chair of the Sanford Pastors Connecting group and stepped down. Pastor Valerie Houston was elected by the group to fill-in for Dr. Rucker.

From the start, Thomas Battles was very instrumental in getting Dr. Rucker and Pastor Krall to initially meet for breakfast to break the ice. The meeting between Dr. Rucker and Pastor Krall led to several well attended, informal breakfast meetings with a larger group of ministers. These meetings resulting in important relationship building between pastors from different races, which led to positive events itemized below.

The Group also divided into two working teams with co-conveners. In June of 2013, City of Sanford Public Information Officer, Seminole County Sheriff's Office Director of Public Information and Sanford Police Department Public Informational Officer conducted a media training to prepare the Pastors for interviews with the media during the trial. Sanford Pastors



Connecting continues to meet and plan joint activities to enhance race relations in the Greater Sanford community.

**OUTCOMES:** Established the Sanford Pastors Connecting (SPC), a diverse group of committed faith leaders working to strengthen race relations and maintain peace and harmony in the community. Sanford Pastors Connecting sponsored a series of events in the community in furtherance of their goal. The events included:

- July 31<sup>st</sup>, 2012 - A Special Prayer Meeting was held. Sanford Pastors prayed for the Sanford Police Department (The event was held to show support and encouragement to the men and women of the Sanford Police department)
- October 15<sup>th</sup>, 2012 - SPC in partnership with Charisma Media invited the community leaders to a special screening of “Sanford: The Untold Story” a 30 minute documentary showing how pastors met to share, pray and deal with the racial divide that span generations in the City of Sanford.
- February 26, 2013 - Sanford Pastors Connecting held a special meeting with Rev. Walter T. Richardson, Chairman of the Metro Dade Community Relations Board and his guests to discuss the upcoming Stand Your Ground Hearing (George Zimmerman’s Trial).
- April 6<sup>th</sup>, 2013 - Getting Your House In Order Ministry in partnership with SPC sponsored a Youth Explosion Faith Festival
- June 7<sup>th</sup> & 8<sup>th</sup>, 2013 - First United Methodist Church in Collaboration with SP hosted the Sanford Peace Conference 2013.
- “Noon Day Prayer” Sanford Pastors Connecting called for Noon Day Prayer for all the churches in Sanford/Seminole County area for July 1, 8<sup>th</sup>, and 15<sup>th</sup>, 2013.
- July 2013, - SPC members served as court observers during the Zimmerman trial to report back to their respective communities’ first-hand what was happening and why.
- July 15<sup>th</sup>, 2013 - SPC gathered at New Life Word Center Church for a “Noon Day Prayer” service that was well attended and represented the diversity of the faith based organizations in the community.
- Created a valid mailing list of approximately 124 faith based organizations in the Greater Sanford Community
- The creation of several spin-off groups that continue to work collaboratively with the City of Sanford promoting unity, cooperation, reconciliation and positive police community relations. The spin off groups include:
  - The African American Ministerial Alliance of Seminole County
  - Sanford 2015: Celebrating Life Together
  - Team of White Minister attend African American Churches each Sunday
  - Members of SPC (White Pastors, Black Pastors and Hispanic Pastors) in pairs go to breakfasts and lunches together to build relations and eliminate color barriers

The following is an excerpt from a summary report written by Pastor Jeff Krall Co-Chair of Sanford Pastors Connecting regarding his observation and experience of organizing the collection of individuals with different philosophies.

*“Many of the African American pastors have returned to developing the black only ministers group and have refrained from participating with other inter-racial groups and peace initiatives. This can also be said of some White and Hispanic pastors who remain to themselves as well. This is understandable and reminds us of the work we still need to do to earn their trust. Some of this is also simply a matter of time, since so many of our pastors are bi-vocational.*

*After 30 years of ministry in Sanford and after 24 years of leading the Sanford Ministers Fellowship, I have never seen such a positive atmosphere in Sanford. It seems almost every week we hear of another group wanting to build bridges and establish long term relationships between the races and the churches in our “friendly” city.”*

In summary, although the SPC is ceasing to exist in its original form, the mission of the group continues with the newly created spin-off groups. There is discussion amongst the members regarding the convening of one last meeting of the SPC group to bring formal closure to the group and move on with the next step in the evolution of faith leaders promoting “Race Relations in Sanford”.

**6.) Explore with the City Commission the establishment of an Anti-Violence Campaign: Create a Task Force that’s representative of a broad diverse cross section of law enforcement, criminal justice and human services agencies to propose projects and or strategizes to increase the community’s awareness of the impact of violence on community stabilization. The Task Force will suggest best practices for the reduction of violence in Sanford Communities.**

**ACTION:** Elected officials and staff across Central Florida reached out to the City of Sanford and offered their services. The outreach efforts brought together individuals, agencies, governmental entities and not-for-profit organizations from across the criminal justice system, higher education and the community in a collaborative effort to:

- Identify where crimes against persons of color are being committed in the City of Sanford;
- Focus on reducing youth and young adult crime and violence;
- Mobilize the community in a campaign against violence in all forms and emphasize holding individuals accountable for their criminal behavior;
- Initiate and coordinate programs promoting conflict resolution, crime prevention, peace education and safe communities and neighborhoods;
- Identify and recommend evidence based strategies and programs that reduce personal, family and community factors that contribute to crime and violence. Action:

## **OUTCOMES:**

- June 7, 2012, Greater Orlando CARES sponsored “*A Night of Healing*” at the Sanford Civic Center. The event featured panelist speaking on Embracing Diversity, What are Your Civil Rights and What Do You Do When They Are Violated, The Gate Does Not Separate Us, and Preachers Get Profiled Too.
- February 5<sup>th</sup>, 2013, District 2, Commissioner Dr. Velma Williams, the City of Sanford, Sanford Police Department, the NAACP and the Goldsboro Historical Association sponsored “Band Together For Unity and Peace” to commemorate Trayvon Martin’s birthday.
- The City of Sanford in partnership with the Sanford Police Department, Seminole County Public Schools, Seminole County Sheriff’s Office, State Attorney’s Office, University of Central Florida, School of Social Work, Central Florida Urban League and Sanford’s Pastors Connecting organized the first *Youth Violence Prevention Summit* in April of 2013 that attracted 125 individuals.
- City of Sanford partnering with Valencia College Peace and Justice Initiative and Seminole County Public Schools organized activities for *International Peace Day*. The event included a workshop on Peace and the students were given the opportunity to sign a “Peace Pledge”
  - In 2012 - 35 students at the Eugene Gregory Alternative Education Center and 110 youth at the Boys and Girls Club participated in the Peace Day Workshop.
  - In 2013 - 26 students at the Eugene Gregory Alternative Educational Center and 125 students at the Boys and Girls Club participated in the event.
  - In 2014 - The program was expanded beyond The Eugene Gregory Alternative Education Center and the Boys and Girls Club to include Hamilton Elementary School and the Young Men of Excellence at Seminole High School. In total the program reached a total of 239 students.
- The City of Sanford in collaboration with Valencia College Peace and Justice Initiative and the faith based organizations continue to work on the establishment of a reconciliation process for the Sanford Community.
- In September of 2013, the City of Sanford partnered with the Urban League of Central Florida, Young Professional to host a Community Conversation entitled: “*Reflect...Remember... Resolve: Moving Beyond the Zimmerman Verdict*”.
- UCF School of Social Work committed to working with the Sanford Police Department (SPD) in the search for grants to reduce gang violence. Unfortunately, the UCF staff assigned to project moved on to another university in 2014. However, the relationship paved the way for interns from UCF to be assigned to the SPD. The relationship has also laid the foundation for expanding the SPD internship program to other area colleges and universities. Currently the SPD accepts interns from most of the universities in the area to include UCF, Rollins and Seminole State College.

- March 2014, Seminole State College hosted Dr. Bernice King as a participant in their Speakers Series. Seminole State invited the City to partner in planning the event with a particular focus on involving the youth. In furtherance of the City's Anti-Violence Campaign the event included Dr. King inviting the Young Men of excellence from Seminole High School to the stage to take an oath of non-violence.
- March 2014 City of Sanford partnered with Seminole State College to explore the possibilities of Sanford becoming a "*My Brother's Keeper Community*". Seminole State College facilitated a Strengthens, Weaknesses, Opportunity and Treats (S.W.O.T.) analysis of the target community. The original focus group bonded and selected the Name of Sanford's Future Claimers. In addition to Seminole State College other key partners working on My Brother's Keeper Initiative are Sanford Police Department, Seminole County Sheriff's Office, Seminole County Health Department, Seminole County Public schools, and UCF Center for Non-Profit Management, and the Urban League of Central Florida.

**7.) Reactivate Sanford Neighborhood Action Partnership (SNAP): Conduct regular community meetings throughout the City to:**

- Identify and address neighborhood problems/issues/concerns from a multi-departmental approach with the goal of increasing and enhancing services to all sections of the City;
- Improve relationships and communication between neighbors/residents and City Hall;
- Foster the concept of neighborhood association/neighborhood identity – Neighbors building Neighborhoods

**ACTION:** With the initiation of the monthly Westside Community meetings, the restart of the Sanford Neighborhood Action Partnership (SNAP) has been placed on hold until further notice. The City Manager initiated the Home Owners Association (HOA) Quarterly meeting to hear from HOA's.

**OUTCOMES:**

- Creation of a venue to communicate directly with residents and receive feedback on what's working and an opportunity to hear where there are concerns that need to be addressed.

**8.) Request the continued support and assistance of the Department of Justice Community Relations Services.**

**ACTION:** The Senior Project Manager and Chief of Police have maintained contact with the DOJ Community Relations Services Regional Director in Atlanta.

**OUTCOME:**

- The Regional Director continues to be a resource to the City of Sanford in the creation of the Community Relations Unit, by providing examples of similar units in other Cities.
- The Regional Director continues to look for training possibilities for the Sanford Police Department and the Senior Project Manager.
- The Regional Director maintains contact with SPC and informs them of opportunities to participate in other initiatives related to race relations in the Central Florida Area.

**9.) Increase Youth Training and Employment Opportunities: Look for partners to collaborate with the City of Sanford to increase employment opportunities for the youth.**

**ACTION:** The City of Sanford partnered with the Goldsboro Front Porch Council, Inc., to re-establish the Youth Empowerment and Leadership and Development Academy (YELDA) a project that provides leadership training and employment opportunities for at risk youth from low and moderate income households in the City of Sanford. The objective of the program was to:

- Raise education performance of the students
- Prepare students for entering the work force and or college
- Increase student habits
- Increase parental involvement in the student's education life
- Increase student's graduation rate

**OUTCOME:**

- During the three (3) summers of 2012, 2013 and 2014 the YELDA program recruited and enrolled a total of 101 youth. An evaluation of the performance measures is yet to be conducted.